



DDA 87-2181
14 October 1987

MEMORANDUM FOR: Associate Deputy Director for Administration
Director of Communications
Director of Finance
Director of Information Technology
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training & Education
Special Support Assistant to the DDA

FROM: William F. Donnelly
Deputy Director for Administration

SUBJECT: "Thought Provokers" for DDA Off-Site Conference

Enclosed is a list of several "thought provokers" that I would like to discuss at our off-site conference 28-30 October. I urge you to give some thought to the topics prior to our meeting

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William F. Donnelly

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Attachment

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Thought Provokers

1. It has been more than four years since Bill Casey tried to institute in the CIA a "search for excellence." Do you think it worked? Was it worth the effort?

2. Image, perception, responsiveness, customer relations, service standards and quality control. When you look at the DA what reaction does each of these words or phrases cause in you?

3. Looking into the future--say five to ten years--where should the DA of that era look to find candidates to run your current office? How will the job you now hold be different in those days? What should we be doing now to groom those future leaders? Should we start an executive development program?

4. Some companies, such as Frito-Lay, make it a practice to hire many of their mid- and senior-level managers from outside the company, rather than promoting from within. Would such an approach be practical in the CIA?

5. What does the concept of an MG service mean to you? Is it an executive development program? Could it be?

6. It is frequently stated that the current generation entering the work force is different from those of us in this room. Do you think this is correct? And, if it is, what should that mean to CIA managers?

7. Let us assume that CIA has reached the political limits of new resources--people, space and funds. What actions would you foresee in your office to cope with such an environment?

8. Forgetting about the impending change of Administration, if you were the DCI, what one major action would you take in the next year?

9. Looking just at the DA, if you were making a list of our strengths and weaknesses--ability, traits, cultures, interests and so on--which of these would be our "anchors"--hold us to the past, and which would be our "sails"--moving us into the future? Is the MG career service an "anchor" or a "sail?"

10. In our efforts after the Howard case to identify unsuitable employees, we have intruded--even if only slightly--more deeply into the lives of our employees. Future efforts may pressure us to intrude further. Can we go too far? What is an appropriate point between personal privacy and our need to know about our employees for security and suitability reasons?

11. What would happen in the DA if we did away with the technical category of personnel? Why should we? Why shouldn't we?

12. The DA is the biggest directorate in the CIA. We're also the most geographically-dispersed directorate. That makes it extremely difficult for us to communicate within and among our offices at all levels. What can we do to improve our communications?

13. It has been said that several offices in the DA are too big. Should we divide them up into smaller organizations? Have 10 or 12 offices rather than eight?

14. What is your biggest work-related pet peeve?